

# Climate of Organization Communication in Universitas Indonesia Timur

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**Abstract:** *The climate of organizational communication consists of perceptions of a macro evaluation of communication events, human behavior, employee response to other employees, expectations, personal conflicts, and opportunities for growth in the person. Using the six climatic factors of organizational communication proposed by Wayne R. Pace and Don F. Faules (1994), to see how far the communication conditions in the organization, in this case, is the University of East Indonesia. This research is descriptive research with a qualitative approach. Sampling using purposive snowball sampling technique with the number of 20 informants. Research data obtained through interviews, observation, and documentation. From the research results received the highest score on the organizational climate indicator is the similarity of views will be the achievement of corporate performance with the acquisition of 83% definite answers from respondents. The lowest index is honesty with only 12% sure answer from the remaining respondents 88% is the negative answer. This fact indicates that communication has not run smoothly in this organization. Internal decisions or policies are primarily the choices of the boss. Lecturers and academic staff tend not to be involved in decision making.*

**Keywords:** Communication, Climate Communication, Organizational Communication

## 1. Introduction

Communication for a human is essential. It also applies to an organization. The excellent interface will facilitate the organization. Each organization will have a different organizational communication environment according to the type of work, organizing tasks and character of each belonging to the organization. That is because of regulatory climate has a direct impact on attitudes and behavior of communicating, as well as an impact on the employment situation, motivation, achievement of employment targets, as well as the adaptability to the environmental organization [1].

Communication is the breath of an organization's sustainability [2]. An organization will not work without interaction. It is what lies behind the study of organizational communication. Where the communication organization itself is a network of inter-human communication that interdependent each other in the context of the organization [3]. In an organization therein consists of people (organs) who have their respective duties and interconnected with each other as a system would require good communication for organizational performance goes well too [4]. So, what is the goal can achieve.

Kreps (1990) confirms that to create a more effective organization, a climate of communication will provide a more significant contribution to the progress of the organization instead of just having the skills or communication techniques [5]. Organizational communication climate associated with the downward connection is communication to subordinates, Upward disclosure or communication to superiors, and horizontal interaction or communication with colleagues [6].

In addition to quality Human Resources, communication within an organization is also a major thing that is not less important in achieving organizational goals. Good communication relationship between superiors with subordinates, subordinates with superiors, and between

subordinates with subordinates within an organization is very influential in bridging the creation of increased productivity of employees within the organization.

The existence of communication within an organization will establish a communication climate. Organizational communication climate is positive and negative. Favorable regulatory communication climate can encourage the productivity of employees in an organization, making it easier to achieve organizational goals. Conversely, an adverse regulatory communication climate can inhibit the high productivity of employees in the organization that leads to the organization leading to the end of its destruction.

According to [7], six factors can determine the communication climate in the organization. First is trust between members of personnel. The growing faith in organizational members can sustain relationships within the organization. With trust, confidence and morale will maintained. Second is togetherness in decision making. Members of the organization must engage in communication to discuss issues relevant to their field of work. Employees should give the opportunity to participate in the decision-making process. The third is openness. Organizations that promote honesty and transparency can reduce the risk of errors in performing the task. This factor is part of the transparency of the work system within the organization. Fourth and fifth is the existence of vertical and horizontal communication. Personnel at every level in the organization should discuss the work system with staff on the work team. This communication is parallel. Also, employees should also listen to suggestions or instructions from superiors. Also, employees also receive reports of problems raised by personnel at each level below. Sixth is the presence of attention or mission to produce a high organizational performance. Each member of the organization must be committed to organizational goals such as high productivity, quality achievement, and resource savings.

Climate communication organization is a macro image, abstract and a combination of a global phenomenon called

organizational communication. The climate evolves from the interaction between the properties of an organization and the individual's perception of those traits [8]. Climate viewed as a quality of subjective experience derived from the understanding of relatively lasting characters in the organization.

University of East Indonesia (Universitas Indonesia Timur) as one of the organizations that collect lecturers and administrative staff as stewards of students must develop a healthy organizational climate. The importance of communication climate for this university becomes the object of research. Urgency this research is related to the standardization effort through the certificate of ISO 2008. Therefore, as a step improvement of the organization is necessary to study the theory of communication and organizational climate.

As explained at the beginning of our lives cannot separated from an organization. Therefore, it is vital for us to study organizational communication. By studying this study, we become aware of our position in an organization both formal in the work and social environment. With the understanding that we have, we hope to be able to adjust and put themselves well in the organization. How we act and behave with superiors as well as with subordinates also with other members of the organization will be better when we know the theory. Especially when we become a leader in the organization, by studying the study of organizational communication, we become aware of how to run good leadership to achieve organizational goals that we lead.

This article describes six determinants of organizational climate at the University of Eastern Indonesia. The results of this study as the basis for human resource development related to the regulatory climate.

## 2. Method

### 2.1. Research Approach

This research is descriptive research with a qualitative approach. [9], defines qualitative research as a research procedure that produces graphics data in the form of written or oral words of the people and observed behavior of the phenomena that occur. Further [10], suggests that descriptive research emphasizes data in the form of words, images, and not the numbers caused by the application of qualitative methods. Also, everything collected is likely to be crucial to what has investigated.

### 2.2. Population and Sample

In qualitative research, qualitative research begins from specific cases that exist in certain social situations, the findings not applied to the population and transferred to other places of social conditions like social conditions. In the case study, the sample of the qualitative research is not the respondent, but the research resource personnel, participants, information providers, friends, and staff of the study[11]. Samples of qualitative research not also called statistical specimens, but the objective of the qualitative research is a theoretical specimen for the creation of theory. A qualitative

study sample also called a usefulexample because it can initially build an unknown phenomenon based on the source data obtained from the sample. The examples in this study are employees or staff at the University of East Indonesia with a free number or respondents as many as 20 people.

In qualitative research, researchers enter certain social situations that can become specific educational institutions, observe, and interview, interview people who know about social conditions. The decision of the interviewer's data source done intentionally, and it chosen for specific consideration and purpose. Since sampling not done randomly, results not generalized to groups

### 2.3. Data Source and Sampling

Sampling taking often used is purposive sampling and snowball sampling. Purposive sampling is a technique of sampling the source data with specific considerations. Considerations such as the person considered most know what we expect. Snowball sampling is a technique for testing the data source, which initially is a small amount, long to be substantial. It did because of the small number of data sources that it has not been able to provide complete has data then look for another person who can use as a source of data.

According to [12], the primary data source in qualitative research is the words and actions obtained from the informant through the interview; the rest is additional data such as documents and others. To get data and information, the informant in this study is determined purposively or purposely where the informant has set before. Informants are involved or experiencing the process of implementation and formulation of programs in the research location.

### 2.4. Data Analysis

Data analysis in qualitative research done at the time of data collection take place, after completion of data collection period. At the time of the interview, the researcher has analyzed the answer from the informant. If the answer interviewed after investigated feels unsatisfactory, the researcher will continue the question again, to some extent so that the data is not saturated. Here is a picture of interactive data analysis and model according to Miles and Huberman [13].

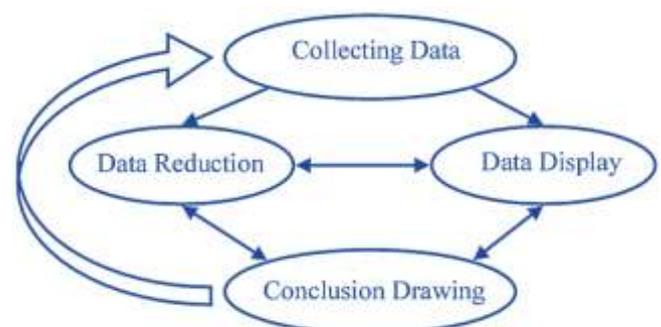


Figure 1: Interactive model of analysis

Activities in analyzing qualitative data are among others:

**a) Collecting Data**

In the first model analysis conducted data collection of interviews, observation results, and various documents based on the categorization of the problem of research which then developed detailed data through further data search.

**b) Data Reduction Data**

Data reduction defined as the process of selection, separation, attention to simplification, abstraction, and transformation of granular data arising from written records in the field. Reports or data obtained in the area will poured in the form of a complete and detailed description.

**c) Data Display**

The presentation of data done with the aim to facilitate the researcher in looking at the overall picture or specific part of the research. Submission of data made by describing the interview result outlined in the form of description with narrative texts and supported by documents, as well as photographs or similar drawings to held a conclusion.

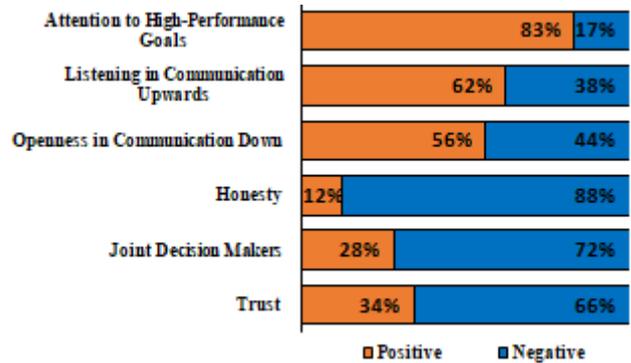
**d) Conclusion Drawing**

Withdrawal Conclusion is to verify continuously throughout the research process takes place, namely during the process of data collection. Researchers seek to analyze and search for patterns, themes, relationships equations, things that often arise, hypotheses and so forth that poured in tentative conclusions. In this study, the conclusion drawing done by taking the essence of a series of categories of research results based on observation and interview.

**3. Result and Discussion**

The definition of organizational communication [7], suggests the explanation of corporate connection from two different perspectives. First, traditional (functional and objective) aspects define corporate communication as a show and interpretation of messages between communications units that are part of an organization. Secondly, interpretive (subjective) view signifies organizational communication as a process of creating meaning for the interaction that is an organization. Or according to this perspective is the "organizing behavior" that occurs and how those involved in the process interact and give meaning to what is going on. Thus, in this sense organizational communication can interpreted from two different perspectives. As an interpretation of messages between units and as the process of creating meaning over interaction.

According to [14], that organizational communications are the process of creating and exchanging messages within a network of interdependent relationships with cope with environmental uncertainty. Thus, by definition, corporate communication is the process of creating and transferring signals within a system of contacts and constrained as a flow of words whose relationships are interdependent with one another to cope with an uncertain or ever-changing environment. Furthermore, from the results of research using the six factors proposed by [7], obtained the following results:



**Figure 2:** Climate Score Organizational Communication

Figure 2 above is the value of research indicator put forward by [7], that there are six indicators in the climate of organizational communication. Results Indicator-indicators will describe as follows:

**3.1. Trust**

From the results of the research in Figure 2 obtained the value of positive trust indicator is only 34% and the remaining 66% negative. These results indicate that there is a tendency of a superior level of trust to subordinates or vice versa very less. It happens because of unfair treatment of the employee or staff. From research conducted by [15], that a critical aspect of the relationship between employee-leadership is the reciprocal expectation of fairness and fair play. Such hopes will stabilize employee-management connections, will make employees work more productively.

Overall, the results of many studies show that by having a high-quality relationship with the leader, it will affect the overall pleasant work experience of a subordinate, including his performance [16]. Personnel at all levels should strive to develop and sustain relationships in which there is trust, the conscious perception, and credibility supported by statements and actions. Leaders should attempt to establish trust between the sender and the recipient of the message. This trust will lead to open communication which will facilitate the necessary approval between subordinates and superiors

Trust can also reduce resistance to change. Conversely, distrust will cause a person to become confused, unconfident, reluctant to take risks, and uncomfortable in relationships with others. Due to lack of confidence, productivity weakens, opportunities for development and improvement missed, and performance slumps.

It is argued by [17], that, if it is to build trust, the organization is obliged to create an open communication climate. Includes giving employees the opportunity to express concern when they feel some things are wrong. In this regard, organizations may conduct periodic surveys to find out about employee feedback and feedback about the management of the company. Do not forget about ethics and social responsibility to show concern to the organization's stakeholders, including employees.

### 3.2. Joint Decision Makers

From Figure 2 shows the results of the study with a positive response of 28% than with an adverse reaction of 72%. From these results seen still lack of participation of subordinates or staff in deciding the performance of organizations or institutions. Decision-making involves only certain leaders without listening to the direct aspirations of assistants or employees.

Employees or staff at all levels of the organization should invited to communicate and consult on all issues in all areas of the organization's policy, relevant to their position. Employees at all levels should give the opportunity to interact and ask the management above them to participate in the decision-making process and goal setting. Direct unit leaders can communicate with subordinates because a right communications climate should still include opinions or feedback from subordinates.

In organizations, a significant influence on ethical behavior is the overall norms and values of teams, departments, and organizations. Research shows that these values strongly influence the actions and decision-making processes by employees or staff. Corporate culture allows employees to know what beliefs and behaviors supported by companies or institutions and what they cannot tolerate slowly.

Culture can observe to see the types of ethical signals given to staff. High ethical standards can affirm and communicated through public awards or official ceremonies. Culture is not the only aspect of the organization that influences ethics, but it is a dominant force because it determines the company's values. Other organizational elements, such as explicit rules and policies, selection systems, emphasis on legal and professional standards. And the process of leadership and decision-making can also affect the ethical value and decision-making process by the administration.

Employees at all levels of the organization should invited to communicate and consult on all issues in all areas of the organization's policy, relevant to their position. Employees at all levels should give the opportunity to teach and ask the management above them to participate in the decision-making process and goal setting. But generally, the leadership is willing to give the information down when feeling that the message is essential for the completion of the task. But if a message is not relevant to the mission, the word still held.

### 3.3. Honesty

An indicator of honesty in the research is the lowest indicator obtained by 12% positive response and the remaining 88% of informants negative response. From these results, honesty in organizations or institutions is lacking.

Henry and Richard Blackaby in his book "Spiritual Leadership" asked CEOs of the big companies what they were looking for in their prospective employees. Almost all call honesty the first qualification [18]. Extensive research conducted [19], that preferred leaders showed results: Honesty (87%), forward-looking (71%), inspirational (68%),

competence (58%), fair thinking (49%), always ready to help when needed (46%), broad-minded (41%), smart (38%), Frank (34%), and brave (33%). For three consecutive years - 1996, 1997, 1998 - it appears that honesty has a place of honor for a leader. While the vision, inspiration, competence, and even smart must be willing to occupy a position behind the honesty. The fact that morality desired indeed does not need to be surprising. Leadership based on trust. Because the people choose to follow the leader they trust, their sense of confidence has a basis. The basis is honesty.

Openness creates a rope of fraternity so that lousy office politics will avoided, all parties will know each other as a prominent family in the organization and of course always be professional. The current working environment requires smart employees, able to communicate well in a team, able to create good teamwork so that it is ready to face many challenges in completing large projects. The point is togetherness to want to move forward and rope brotherhood to mutually motivate one with the other. Good morale will be our guide every time we step because people will see about us, whether we are sincere people and create goodness so that the environment can accept us. Wherever we live a good moral will be our guide to success, and we will always gain the trust of an enormous task to be ready to run by ourselves. The world is a dynamic place, a world of people with many characters, the world is a place where people will never be satisfied, but the world still needs people who have good morals and high integrity.

The general atmosphere of honesty and frankness should color the relationships within the organization, and employees can say what is on their minds regardless of whether they are talking to peers, subordinates, or bosses. In this case, the leadership must trust by assistants. A general atmosphere of honesty and frankness should characterize relationships within the organization, and employees can say "what's on their mind" regardless of whether they are speaking to peers, subordinates, or superiors

### 3.4. Openness in Communication Down

Results obtained for informants with positive responses of 56% and the remaining 44% received a negative response. The results show that there is open communication between leaders and employees or staff within the organization or institution.

Downward communication shows the flow of messages flowing from the bosses or leaders to their subordinates. According to [20], top-down communication is to convey goals, to change attitudes, form opinions, reduce fear and suspicions arising from misinformation, prevent misunderstanding due to lack of information and prepare organizational members to adjust to change.

Except for classified information, members of the organization should be relatively easy to obtain information directly related to their current task, which affects their ability to coordinate their work with persons or other parts, and which is broadly related to the company, its organization, leaders, and plans.

The openness of employees is different from open-aperture. Transparency is more to the employee's impulse to inform anyone who is related to the job. For example, about the concept of self, ideas, criticism and so on. While openness reflected by opening anything about person and organization even though it has nothing to do with the profession concerned. Both commonly done if they are of course proportional. Do not get just because of the problem of delivery that is less precise, such as rough and do not know the time and place then the conflict arises with others.

The openness of employees about the organization has several uses. First, organizations gain valuable input in the context of organizational development. For example, from mission to program. Second, there is a process of developing the potential of each employee. Although in the form of employee complaints if reasonable logical. Thus, employees always encouraged to be open in all matters relating to organization and work. And thirdly, in turn, openness becomes one of the forms of organizational cultural artifacts.

As an organizational culture as well as a work culture, employee openness can be a social capital in an organization's body. With transparency will established social networking in the form of coordination work among partners, trust each other, respect, and social empathy. Suspicion and selfishness can reduce by applying the nature of openness. In fact, what happens is the development of a synergistic work process. Thus, the quality of work will be even better, and the company's performance will be higher.

Ronald Adler and George on understanding human communication [21], describes each of the two functions of communication flow within the organization. First is downward communication. This communication takes place when people in the management order send messages to their subordinates. Upward-down communications flow functions include the delivery or delivery of work instructions, explanations from the leadership about why a task needs to do, the distribution of information on the applicable rules and the motivation to employees to work better

### 3.5. Listening in Communication Upwards

Figure 2 shows the value of the indicator obtained by 62% with a positive response and the remaining about 38% received an adverse reaction from the informant. These results show that there is a reasonable tendency between leader and subordinate to communication. In this case, leaders must have care, attention, commitment, empathy, intuition, and respect all circumstances of assistants, to communicate wisely through the process of listening and the process of giving answers.

When leaders do not listen to the complaints of subordinates, misunderstandings and conflicts can undermine all existing organizational and leadership arrangements. So, make sure you want to hear all the claims of assistants, and willing to work hard to get a great solution, to eliminate all laments that exist.

Personnel at all levels of the organization should listen to suggestions or reports of problems raised by staff at all

subordinate levels within the organization, on an ongoing basis, and with an open mind. Information from subordinates should considered significant enough to implemented unless there are conflicting clues. In this case, there must be a communication alignment either vertical or horizontal.

While upward communication occurs when subordinates (subordinate) send a message to his boss. The function of communication flow from the bottom up is the delivery of information about the work or tasks that have implemented, the delivery of information about the problems of labor or responsibilities that cannot resolved by subordinates, delivery of suggestions improvement of assistants, submission of complaints from subordinates about himself or work.

As said by [22], that "man rules by words."It means that a command can be redundant just because it is not clear the message the manager submitted to his subordinates. Therefore, a manager with effective leadership is someone who can express ideas and persuade people to do things the way they want them to. And in practice, it takes a two-way communication process and even multi-direction. So, there are those who convey the message, and someone is listening to it. It applies to managers and employees' positions both as messengers and at other times as good listeners. There will be no right speaker if there is no right listener.

### 3.6. Attention to High-Performance Goals

Of the six indicators, only the index of attention to high-performance goals that obtained a positive response from the informant that is 83% the remaining 17% received a negative response. These results illustrate the tendency of performance management to be based on objectives.

According to [23], performance management supports the organization's overall objectives by linking the work of each worker and manager to the overall mission of the work unit. How well we manage the performance of subordinates will directly affect not only the performance of individual workers and their work units but also the performance of the entire organization.

If the worker has understood what expected of them and has the necessary support to contribute efficiently and productively to the organization, the understanding of goals, self-esteem and motivation will increase. Thus, performance management requires cooperation, understanding and open communication between superiors and subordinates.

Personnel at all levels in the organization must demonstrate a commitment to high-performance, high-quality, low-cost, high-productivity goals, as well as show great interest in other members of the organization. Therefore, there is a better expectation, where employees know that the organization where it works as a good goal.

Personnel at all levels within the organization must demonstrate a commitment to high-performance goals-high productivity, high quality, low cost, and show significant concern to other members of the organization. So briefly, which falls within the dimensions of the organization's

communication climate are trust, joint decision making, honesty, openness, listening in upward communication and attention to high-performance goals.

According to [24] that transformational leadership is leading people upward, achieving higher values, goals, or forms of self-fulfillment. The relationship between leader and follower binds them together in a higher purpose in the way of a mutually supportive relationship. Followers of transformational leaders experience total trust and identification of their leaders and mission.

Climate of organizational communication is a function of activities contained within the organization to show to members of the organization that the organization trusts them and gives them the freedom to take risks; encourage them and provide them with responsibility for doing their tasks and providing open and sufficient information about the organization; listen attentively and obtain credible and candid information from members of the organization; actively counseling pre-organization members so they can see that their involvement is essential for decisions within the organization; and paying attention to high-quality, challenging work [25].

Continuous communication in an organization or company will slowly establish an organizational communication climate. As argued [25], that the environment (interaction) of the organization is far more important than the skills or communication techniques solely in creating an active organization where the communication climate of an organization plays a central role in encouraging members of the organization to behave in ways certain. The general environment and communication climate in particular, as intermediate factors between elements of the work system with different measures of organizational effectiveness such as productivity or performance, quality, satisfaction, and vitality [7].

Robert Bonnington in *Modern Business: A Systems Approach* defines organizations as a means by which management coordinates the source of materials and human resources through formal structural patterns of tasks and authority. The correlation between the science of communication with the organization lies in its focusing on human beings involved in achieving the organization's objectives [26]. Communication science questions what forms of communication are going on in the organization, what methods and techniques used, what media used, how the process, what factors are inhibiting, and so on. The answers to these questions are for the study material to further present a communication conception for a organization based on the type of organization, the nature of the organization, and the scope of the organization taking into account the specific situation at which the communication is affected.

Robert Schrank in his study described an informal conversation as a busting reminder and claimed that although the work itself is crucial for the working community, the thing most ignored by people watching the problems of the working society is the nature of human relationships. Habits such as greetings, rest for coffee, lunch, rest for smoking,

joking and talking about many things are essential ways a community nourishes itself [27].

Climate has long-reaching implications; climate research involves more than determining whether a company is a pleasant place to work. [28], reported a study showing how symbolic forms (stories and metaphors) retained ideology, changed organizational clues, and helped guide members' reactions at a critical time. When organizational members interact and use symbolic forms, they provide a rationalization of the organization's actions. They also show what expected from the organizational climate [16].

The process of measuring the climate of organizational communication includes research on the perceptions of the members of the organization on the influence of communication. As a concept related to understanding, the environment of corporate communication measured by examining the perceptual reactions of corporate members over the macro characteristics of the organization. Although the units of analysis are individual perceptions, the overall impression provides a useful description of the organizational communication climate when measured are the corporate macro characteristics [15].

The climate of an organization expressed through the message content and symbolic forms used in the interaction. Collective attitudes expressed in word talks, metaphors, stories, and reports. Everyone who has worked in a company that is in critical condition must understand the language of pessimism, despair, and struggle. Everyday relationships have a picture of how climate created and nurtured.

#### 4. Conclusion

The organization's communications climate explains the importance of the organizational communication climate in the life of corporate members and its effective functioning, clarifying the development process of the communication climate, and presents several ways to measure the regulatory climate variables or dimensions of communication. Regulatory climate shaped by interactions between members of the organization. Climate is not an individual trait, but a character formed, shared, and nurtured by members of the organization. The climate of the organization is more crucial than the skills or techniques of communicating in creating an active organization. If communication satisfaction increases, then the organization's mood will be more favorable in general.

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